



Strategic transformation and redesign model case study

King George Hospital's emergency department



We aimed to improve patient care and staff experience by delivering high-quality care, creating a diverse workplace, restoring core services, making better use of resources, being a proactive contributor in the local community, and understanding inequalities.

Underlying these strategic objectives is Barking, Havering and Redbridge University Trust's continuous improvement (CI) methodology, spearheaded by the new Strategic Transformation and Redesign model (STaR) which brought together four change teams.

King George Hospital's emergency department (ED) faced challenges in meeting the national target of 76% of patients seen, treated, and discharged within four hours, a 45-minute maximum on-site time for ambulances, and improving staff and patient satisfaction. By partnering with STaR and utilising the CI methodology, ED has achieved a 30% increase in patients seen, treated, and discharged within four hours, a 68% reduction in ambulance handover time, and 100% staff and patient satisfaction.

In addition, departmental staff from all levels enrolled on the CI training to further build improvement skills to improve and redesign the way that care is provided.

The managing director, an executive board member, led from the front by attending daily huddles and promoting changes at board level, which helped to overcome roadblocks. This clear and visible leadership has highlighted how important it is for everyone to embrace and adapt to change.